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ABSTRACT

This task force report outlines a five-year strategic plan for the Indiana State University Library. The plan discusses expected changes and provides recommendations as to how to best meet new needs in eight areas: (1) the environment, including financial support, use of library resources, and changes in the composition of the user group; (2) user services, including use of technology to increase access to information, emphasizing the active teaching and advisor roles of the library, and devoting greater attention to promoting and marketing the library's services and collection; (3) collection quality, with emphasis on a quality core collection to support the undergraduate curriculum, purchasing materials to support faculty research, determining an appropriate balance between allocations for various media formats, preserving library materials with an emphasis on unique holdings, and expediting interlibrary loans; (4) collection access, including completion of the entry of cataloging for ISU library materials in the LUIS database and removing the card catalog; (5) retraining and reassignment of personnel as required by the introduction of new services and technologies; (6) facilities, including improvements designed to provide satisfactory working conditions for staff as well as easy user access; (7) equipment, including expansion of computer facilities for NOTIS and evaluation of new technologies to determine their potential usefulness in serving users and staff; and (8) funding, including identification of new funding sources to help meet the escalating costs of library materials and services. (EW)

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STRATEGIC PLAN FOR INDIANA STATE UNIVERSITY LIBRARIES:

1987 - 1992

Ronald G. Leach, Dean

TASK FORCE MEMBERS:

Pat Ensor, Chairperson
Sarah Baker
Ron Martin
Gene Norman
Judy Tribble

December, 1987

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CHARGE

TO EXPLORE MAJOR TRENDS AND ENVIRONMENTAL FACTORS WHICH WILL MOST LIKELY HAVE AN IMPACT ON ISU LIBRARIES DURING THE NEXT FIVE YEARS OR SO, AND PROVIDE A REPORT OUTLINING FUTURE DIRECTIONS WHICH CAN SERVE AS A BASIS FOR PROGRAM PLANNING.

PROCESS

A Strategic Planning Task Force was established in early 1987. Library faculty appointed to the Task Force by Dean Ronald G. Leach were Patricia Ensor (Chairperson), Sarah Baker, Ron Martin, Gene Norman, and Judy Tribble. Based on a charge from the Dean, the assignment of the Task Force was to draft a strategic plan for ISU Libraries which could serve as a guide to program planning through the early 1990's.

From January 1987 through July 1987 the Task Force sought information from various background documents, literature projecting future library services and resources, views of the library faculty and staff, and interviews and surveys of ISU students and faculty. These activities are summarized below.

Indiana State University Libraries: Directions for the 80's was a 1980 planning document used as a valuable point of reference. Database searches produced additional background information on strategic planning. The Task Force was also sensitive to the environment in which ISU Libraries exists; several economic, demographic and statistical reports were studied. A number of reports on the future of higher education were beneficial to the Task Force, including the Indiana State University Higher Education Services Plan.

Several open forums provided students, faculty, and staff the opportunity to express their views on the future needs of ISU Libraries. Surveys of students and formal interviews with individual faculty contributed to the information available to the Strategic Planning Task Force.

By July 1987 the Strategic Planning Task Force completed a draft of its report, utilizing the information gathered over the seven-month period. The draft was then further refined through a review by the library faculty at a retreat in August and presented to the Dean of Libraries. Finally, a few modifications were made by Dean Leach, in close communication with the Task Force. The final report is presented on the following pages.

INTRODUCTION

During the last fifteen years, academic libraries have experienced a profound change in their methods of operation and the nature of their "stock in trade"--information--all due directly or indirectly to one agent: the computer. The computer's incredible speed of operation and capacity for storage of information allow modern libraries to perform functions not even contemplated twenty years ago. Because of the rapid increase of information sources as well as the new capability of libraries to retrieve nearly any kind of information, libraries are now straining under the pressure created both by the information explosion and by user demand for immediate access to this information. Thus, the almost exponential growth of possible services and information sources as well as the limitations caused due to budget constraints indicate clearly that each library must determine its priorities for services and collections in relation to the limited resources available to provide them. Otherwise, it may be overwhelmed by external forces it cannot control.

Strategic planning dictates that an organization decide what it wants to be, then determine the strategies necessary to achieve the desired state. This document indicates directions and priorities over the next five years for the Indiana State University Libraries (hereafter referred to as "the Library"), comprised of Cunningham Memorial Library, the Science Library, and the Library Science Library. The document recognizes that the aims contained herein may not be achieved in their entirety, and that regular review of the document's contents in light of changing conditions will be needed.

What does this Library want to be in five years? By 1992, ISU Libraries should be in the process of becoming:

1. an organization which places highest priority on serving the information needs of its primary user population -- students, faculty, and staff of Indiana State University;

2. a collector of materials that best serve the learning and research needs of ISU users, with attention to quality rather than quantity, and to using technology to increase access to materials held and to more specialized materials not owned by the Library;

3. an information utility for the ISU campus, which the University community sees as a gateway for access to scholarly information on campus and in the city, the state, the country, and the world;

4. a teacher, facilitator, and consultant for those who want and/or need to acquire information for themselves;

5. an institution open to networking and cooperating with other libraries and agencies using all available technologies to increase information access for its users and others; and

6. an employer of personnel who are flexible and adaptable enough to be open to changes brought about by new technologies and other future developments.

The Library realizes that it cannot be all things to all people. Although the Library will continue to serve non-ISU users, its primary efforts will be directed towards ISU students, faculty, and staff. Added services will replace or alter services now provided which do not serve the Library's primary purpose, are provided at a great cost without sufficient benefit, and/or can be provided more efficiently using new technologies. Purchases of books and periodicals will be made judiciously with an awareness of what can be provided more efficiently by electronic means. Funds will in some cases be redirected toward electronic resources that are vital to the Library's position as a provider of current, easily

accessed information. The Library also recognizes that the decentralizing trend in computerized information access may alter statistics traditionally used to support service efforts.

The University will face the challenge of finding more funds to allocate to the Library as it moves through a transition period from reliance on essentially printed materials to a reliance on a mixture of printed and electronic information. Demand for information in electronic form will increase because it offers new or enhanced retrieval capabilities, yet the Library will not always be able to discontinue printed formats and reallocate funds.

The following sections of the report describe in more detail the environment in which the ISU Libraries will probably operate during the next five years and the trends to be expected. The document describes the broad strategies to be implemented to achieve its vision for the 1990s.

ENVIRONMENT/USERS

Strategic planning must include consideration of the economic, social and academic environment. Economists predict very little change in the economy in the near future with no large upward or downward trends. The outlook for the West Central Indiana Economic Development District in particular is not expected to change substantially. Financial support similar to that in the past decade can be expected from state and federal agencies.

Indiana State University is "...a multifunctional and comprehensive institution of higher education." It consists of a college, five professional schools, and a school of graduate

studies. In the arts and sciences and the professional fields of business, education, the health professions, and technology; the graduate program includes over 90 master's degrees, ten educational specialist programs, and seven doctoral degree programs. With the advent of the revised general education program within the next two years, students will be encouraged to do more writing, and additional interdisciplinary courses are likely to materialize. Both these developments have implications for library usage.

Total student enrollment as of the Fall Semester 1986 is 10,659. Eighty-four percent of the students are undergraduates and sixteen percent are graduate students. The proportions of men and women are 49% and 51% respectively. Approximately 80% of the undergraduate students are from Indiana, the remaining 20% are residents of every other state in the nation and 70 nations of the world. The Campus Master Plan indicates a continuing decrease in "traditional college-age population until 1995" when an increase of secondary school enrollment will return college enrollment to present numbers around the year 2000. The Plan notes that the University's present land and buildings "should accommodate enrollments of 10,500 - 11,500 throughout the remaining years of this century."

The full-time faculty consists of approximately 670 members, one-half of whom will retire within the next ten years. This trend will provide an opportunity for an influx of younger faculty who may be more research oriented. A number of faculty recently interviewed have predicted new graduate programs and the need for faculty to do more research and publication. Such developments indicate the need for additional library resources and services.

During the next five years, the outlook for the environment includes:

1. modest increases in financial support from state and federal agencies;
2. additional use of library resources by students taking more interdisciplinary courses and by those who are asked to do more writing;
3. a decline in the traditional college-age population;
4. expanded graduate programs;
5. a continuing international student presence;
6. additional continuing education and retraining programs for returning non-traditional students;
7. greater needs for information access by "extension" faculty and students who are located remote to the campus; and
8. increased research and publication by faculty.

USER SERVICES

The priorities for providing user services in ISU Libraries will be based on these principles: (a) increasing access to information by using the latest available technologies; (b) emphasizing the active teaching, consulting, and advisory roles of the Library in accessing information while still providing information as a final product where appropriate; (c) making access to information and materials as convenient as possible for ISU users within existing resource limitations; and (d) devoting greater attention to promoting and marketing ISU Libraries' services and collections.

Given these principles, the Library will undertake the following courses of action:

1. Place a high priority on adding the following capabilities to LUIS:

   A. access to off-campus electronic information services including, but not limited to, OCLC, database searching, and electronic mail;

   B. access to holdings of other Indiana research libraries;

   C. in-house access to databases that provide indexing for periodicals and other documents, with an emphasis on databases which increase access to materials owned by ISU Libraries, such as ERIC and the GPO Monthly Catalog, or which cover subject areas of vital interest to ISU users;

   D. provision for greater current awareness of Library resources by including special listings of new books and periodical tables of contents;

   E. access to the full text of periodicals and selected standard reference works; and

   F. two-way communication between users and the Library which will allow them to ask questions, request services, make suggestions, and perform such functions as renewals and placing holds and recalls for library materials.

2. Emphasize funding priorities for access to information in electronic form as provided through computerized searching of off-campus databases and purchase of subscriptions to magnetic tape, CD-ROM and other optical technology databases. In-house database services will generally be provided free of charge to users and all possible efforts will be made to provide free, or very low cost, "traditional" database searching to ISU faculty, staff, and graduate students.

3. Explore the feasibility of a scholarly workstation to increase the productivity and research power of ISU's faculty. Such a microcomputer-based system would include word processing and database creation capabilities and the ability to access information stored in optical formats, as well as the ability to dial-access any publicly available electronic resource, including LUIS, electronic mail, and database searching. Studies should address the Library's role in this endeavor and possible cooperation with interested agencies.

4. Conduct a study of available CD-ROM and other optical technology resources and purchase access to them for any users and Library areas which would obtain adequate benefit for the cost involved.

5. Emphasize active teaching and consulting functions in the following areas:

   A. direct more instruction at graduate and upper-level undergraduate courses;

   B. explore computer-assisted instruction techniques for LUIS and other computer-based information tools;

   C. target faculty for instruction in using new information technologies both through the Library and on their own;

   D. conduct studies focusing on the special library and information needs of adult students, international students, physically challenged students, and extension students; and

   E. devote greater public services personnel time and attention to teaching users to access information in all forms, electronic and print, while at the same time recognizing that it will continue to be appropriate in many circumstances to provide information as an end product.

6. Investigate increasing the convenience of checking out and renewing books and other library materials by providing telephone renewals and allowing patrons to do their own check-outs and renewals at terminals in various areas of the Library.

7. Promote and market Library services and collections to on-campus users so that maximum benefit is obtained from available resources.

8. Investigate allocation of personnel and resources for a "document delivery" service which will physically deliver materials and information using available technologies to increase ISU users' convenience of access to information. The emphasis will be on materials and information available in the Library, although non-library sources will be used when possible and appropriate. First priority will be given to ISU extension students since physical access to information is most limited for this group.

9. **Study the microcomputer services available to users in the Library with the intention of increasing provision of computer services which support instruction, learning and research, but not widely available elsewhere on campus.**

COLLECTION QUALITY

Determining collection quality requires an evaluation of the Library's holdings. The Library has had at least three evaluations during the last 28 years. Consulting librarian Robert B. Downs surveyed the collection in 1959 and reported "unusual strength" in the areas of education and psychology and "better than average collections in most of the social sciences." He noted weakness in the sciences, especially in periodical holdings, and in the humanities. Between 1975/76 and 1978/79, ISU librarian Earl Forest checked the Library's holdings against Books for College Libraries (2d ed., 1974) and found several areas of strength (over 80% holdings) including education, psychology, nursing, law, general literature, 20th Century American Literature, sports and recreation, criminology, political science, speech, folklore, and the family and marriage. Finally, Indiana University subject bibliographer Robert Goehlert evaluated the political science collection during 1977 and concluded that it was "...in the developing stage of a research level" as defined in the Library's "Resources Development Philosophy."

Many of the Library's periodical indexes have been checked to determine the quality of periodical holdings, and selected indexes which have strong holdings include: Social Sciences Index (81%); Education Index (79%); and Business Periodicals Index (68%). Two

titles which have weak holdings are Applied Science & Technology Index (32%) and Physical Education Index (24%).

Library subject specialists are in the process of completing the Research Libraries Group (RLG) Conspectus project which assesses collection quality. This assessment is needed to update earlier evaluations and to assist Library subject specialists and academic faculty in providing direction for future selection of materials.

One problem faced by subject specialists and academic department library representatives is the spiraling prices of books and periodicals. The Carnegie Foundation for the Advancement of Teaching recently issued College: the Undergraduate Experience in America (1987) which states that funding for library support should be increased to "a minimum of 5 percent of the total operating budget of the college... ." The Carnegie Foundation also noted that the American Library Association's minimum recommended funding level is "...6 percent of the general and educational budget... ." In checking the Indiana State University expended figures available for 1986/87, the Library's budget is 3.5% of the total operating budget, which suggests a definite need to strengthen funding.

Priorities for collection development and quality during the next five years will be based on the following principles: (a) continuing to build a quality core collection to support the undergraduate curriculum; (b) updating materials where students have information needs beyond the curriculum in such areas as current events, cultures, careers, health, and recreation; (c) continuing the development of subject areas which have graduate programs; (d) continuing to purchase materials to support basic faculty research; (e) determining an appropriate and effective balance between

allocations spent for books, periodicals, non-print and electronic formats; (f) investigating and utilizing methods of expediting the receipt and processing of materials; and (g) continuing to preserve library materials with an emphasis on unique holdings; (h) pursuing additional working agreements with Indiana Research Libraries to expedite interlibrary loan through the use of new technology and document delivery mechanisms.

The Library will undertake the following courses of action:

1. Encourage Library faculty subject specialists to consult frequently with the academic department library representative and, when appropriate, the academic faculty in their subject areas to insure appropriate material purchases.

2. Review Library faculty subject specialist assignments to determine adequate coverage for subject areas.

3. Develop specific guidelines for collection development activities to insure the acquisition and retention of quality library materials.

4. Determine if the current library materials budget is adequate to acquire needed publications in the book, periodical, media, and electronic formats.

5. Undertake an analysis of the information needs of the academic community to determine the proper balance of expenditures for the book, periodical, media, and electronic formats.

6. Adjust, if necessary, the Library's acquisition program after the completion of a current collection evaluation project.

7. Explore additional opportunities for cooperative collection development, resource sharing and document delivery with other Indiana libraries, especially for little-used expensive publications.

8. Identify unique holdings and other worthwhile materials for preservation.

9. Continue to seek funding both from the University and external sources for preservation efforts.

10. **Maintain current awareness of developing methods and issues in preservation such as deacidification.**

11. **Identify academic programs that need additional support for library materials purchases.**

12. **Consider ways to expedite materials ordering, receipt, and processing procedures so that the maximum possible use can be made of items acquired.**

13. **Use the capabilities of the NOTIS library system to determine usage levels of library materials to aid in selection/deselection decisions.**

COLLECTION ACCESS

LUIS, the public access component of the NOTIS integrated library system, contains records for approximately 97% of the cataloged items in the ISU Libraries. Some of these records, however, are incomplete. Cross references and consistent, standardized terms for subjects, authors, and so on, are not yet available in LUIS. Library users and Library staff can make more effective use of the collection when these problems have been addressed. As the LUIS database is completed, the need for the card catalog will cease, and it will be removed.

In its role as a scholarly information utility for the ISU campus, LUIS should also provide access to some of the collections and bibliographic and non bibliographic databases being generated, maintained, and used by various units and agencies throughout the University, the state and the nation.

The Library will undertake the following courses of action:

1. **Enhance LUIS to provide collection access which is currently available only in the card catalog, periodicals catalog, and periodicals check-in file by doing the following:**

A. complete retrospective conversion of remaining card catalog records into computer-readable format, and enter these and any other available computer-readable records not already included in the NOTIS database;

B. complete entry of retrospective holdings information for periodicals;

C. check-in periodicals online;

D. systematically verify the accuracy of the NOTIS database and revise as necessary;

E. devise a method of noting in LUIS those periodicals and books available to the Library in full text in electronic form; and

F. continue to build online authority files to establish standardized terms and cross references to be used in the NOTIS database;

2. Provide information in LUIS for library items previously under-represented or not represented at all in the main card catalog, through the following actions:

A. provide full access to some library collections including, but not limited to, government publications, textbooks, curriculum guides, tests, and microform sets;

B. complete recataloging of the media collection; and

C. provide minimal access to other uncataloged library collections (this would be particularly useful for some of the special collections materials), and catalog some of these more fully at a later date.

3. Take steps to provide access through LUIS to other ISU collections and bibliographic databases, e.g. Instructional Resources Center, Women's Resource Center, Career Center. This should be done even if these materials are not as accessible to users as are other library materials, and even if full cataloging is not possible.

4. Enhance LUIS by installing an electronic gateway to enable users to access databases located around the state and nation which are important to their research and scholarship.

PERSONNEL

Human resources are the key to the Library's role as the campus information utility. Without highly skilled and motivated personnel, ISU Libraries would be just a warehouse for books and computers in which the user would have to rely solely on his or her abilities to retrieve materials or information.

Given stable funding, it is likely that staffing levels will at best increase only slightly in the next five years. Furthermore, in order to attract and retain the most talented staff, increased salaries will also have to come from the same comparatively stable budgets. Relatively stable levels of staffing will require great flexibility on the part of individual Library personnel as tasks are reexamined and restructured in order to meet new service priorities.

Library personnel can expect to be continually challenged by new technologies emerging almost daily. New services and technologies will necessitate retraining and reassignment of personnel. The possibility of one staff member reporting to more than one department head will increase.

The Library will undertake the following courses of action:

1. **Coordinate personnel development and training needs through one person or office.**
2. **Provide a structured orientation to the Library for all Library personnel, including student assistants, when they begin their term of service, as well as orientation and training for new services as they are implemented.**
3. **Formulate a plan for Library faculty and staff development, which includes improved management of human resources and adaptation to change.**
4. **Obtain increased funding for personnel development and training.**

5. Examine the tasks performed in each area of the Library to determine what functions should be discontinued or changed in light of new service priorities.

6. Increase formal interaction and communication on a regular basis between departments and divisions as services become more integrated.

7. Focus on recruiting new professionals who have training and experience in computer and information science in addition to traditional library skills.

8. Continue to use support staff members and student assistants for as many of the routine tasks as possible, in order to free professionals for planning, consulting, and special projects.

9. Consider a contingency plan in the event that workstudy student aid is greatly reduced. Failure to consider this possibility could hinder the maintenance of the present level of Library services.

10. Investigate possibilities for reorganization of human resources in an effort to meet new service needs since traditional library organization may no longer suffice.

11. Develop methods of insuring performance accountability for Library staff and faculty.

FACILITIES

The ISU Libraries should arrange resources and services efficiently and attractively for easy user access, and at the same time, provide satisfactory working conditions for Library personnel. ISU Libraries will undertake the following facilities improvements within the next five years:

1. Conduct a study to project Library space needs for the 1990's and begin consideration of a new facility or an addition to the present one. This study should take into account the expanded space needed for electronic equipment and resources.

2. Engage a consultant to advise on changing the Library's present arrangement of resources and services to: a) improve user access by moving more heavily used library materials and services to more convenient locations, and b) increase efficiency and comfort of staff use of new technologies.

3. Study the LUIS cluster on the first floor for future expansion, rearrangement, and improvements in appearance and comfort.

4. Give special attention in any physical reorganization to areas that are currently in need of more space, i.e. Library Systems & Research; Library Instruction & Orientation; Reference; Technical Services for gift processing space; Teaching Materials, Microforms, & Media; Science Library; and Remote Storage.

5. Review the current status of the libraries presently remote to CML--Science and Library Science--to recommend any appropriate changes in locations and/or relationships.

6. Undertake a study of the Library's present physical arrangement to improve access for physically challenged persons.

7. Study the present auxiliary services provided to users and staff in the Library, such as food and drink and locations of restrooms, and make recommendations for improvements.

8. Survey the Library's current situation with regard to electrical outlets, electrical wiring, and telephone lines for telecommunications with the intent of expanding them for future use of electronic equipment.

9. Study the Library's present environment control system for possible improvements and more consistent temperatures.

10. Seek support for such facilities improvements as new front doors to CML, refurbishment of furniture and carpet, and improvement of security for graduate carrels.

EQUIPMENT

Powerful new technologies for information storage, retrieval, and transfer hold the potential for making the Library the true information center of the University. New equipment is necessary to

support existing services and to begin new ones so that the Library can realize its vision of service to the University. The following actions will, therefore, be undertaken:

1. Continue to increase the number of LUIS terminals available to the public, both in the Library and across the campus, with the long-term goal of providing dedicated LUIS access for every academic or administrative department and residence hall.

2. Provide microcomputers, terminals, and appropriate telecommunications equipment for all Library staff in order to increase productivity, allow for an internal electronic communications system, and greatly increase internal access to NOTIS.

3. Expand computer facilities for NOTIS, considering growing needs for storage and processing capabilities.

4. Obtain funding for maintenance of computer equipment and replacement as needed. New, more complicated technologies have greatly increased costs in this area.

5. Take advantage of developments in various technologies including expert systems and artificial intelligence, optical character recognition, high density storage, new optical technologies such as CD-ROM and optical digital disks, and high speed telecommunications. Continual review of changes in these fields and the equipment involved will help the Library choose the most appropriate methods of using the newest technologies to serve users and staff.

6. Continue to improve Library microform equipment to support use of growing microform resources. More microform readers and printers of higher quality are needed, plus sufficient resources for maintenance. Use of electronic technology to improve access to and use of microforms will be investigated.

7. Review photocopy services on a regular basis for possible improvements in quality, quantity, and capability.

NEW FUNDING SOURCES

Demands for more funding for Library materials (e.g., books, periodicals, software, video cassettes), supplies, equipment, training and salaries will continue to escalate every year. In

addition, new electronic information sources will be necessary to meet user needs. To meet these demands, ISU Libraries will seek additional funding. In an effort to identify new funding sources, the Libraries will:

1. **Examine the possibility of attracting additional funds for the Library through the ISU Foundation.**

2. **Seek funding for special projects through grant applications. Librarians will be strongly encouraged to use release time to write grant proposals.**

3. **Investigate the possibility of developing or joining interdisciplinary research endeavors on campus as a way of financing special projects and increasing Library involvement in the University community.**

4. **Explore the establishment of fee-based community information services to area businesses, professionals, and individuals. Such information services should be self-supporting and increase resources available to ISU Libraries' primary user groups.**